

## **Resources and Revenue**

Updated April 25, 2018

Achieving the aspirational visions and initiatives described herein will require significant financial investments. While the funding environment has stabilized since the beginning of the planning process, it is crucial for the university to leverage its strengths to generate new and increased sources of revenue to support these goals and initiatives. The development of a continuing culture of philanthropy and a commitment to generating a significant percentage of our revenue is crucial to the university's future success. Even with increased resources, it is essential to be ever-vigilant to control costs and increase effective use of resources whenever possible through elimination of duplicative and legacy programs and activities.

### **Generate Revenue through Private Funds**

- Complete The Campaign for SDSU.

*The \$500 million campaign goal was reached in early 14-15. The Campaign was extended, and our goal was increased to \$750 million. The Campaign, which ended June 30, 2017, raised \$815.2 million. Notable accomplishments from The Campaign include 140 gifts of \$1 million or more and raising \$190 million to support scholarships. In 16-17, a record was set for planned giving, with \$36 million raised. The Campaign also built our fundraising infrastructure through the screening and identification of over 75,000 additional major gift prospects, creating a principal gift program and a major gift program for parents and the establishment of seven regional councils.*

- Establish a \$15-million Research Endowment in five years.

*The Research Endowment goal was exceeded, and the Research Endowment now stands at \$15.4 million.*

- Reinforce the \$10-million fundraising goal to establish an Honors College.

*Our Honors College Endowment is now \$11,274,787.*

- Establish a goal of \$10 million for support of student research, graduate fellowships, and internships.

*The Campaign raised \$22.7 million for these purposes.*

### **Generate Revenue through Services and Fees in Self-Support Programs**

- Establish a goal of \$2.5 million in additional revenue by investing in needed facilities for College of Extended Studies programs and activities.

*Since 13-14, \$8.9 million has been invested in facilities for CES programs and activities. The College Square renovation, which created 10 25-student classrooms, was completed in spring 2016, and the third-floor remodel of the CES building, which created six 70-student classrooms, was completed in September 2016.*

- *CES non-credit revenue exceeded associated costs by \$6.7 million in 13-14, \$4.4*

million in 14-15 and \$2.5 million in 15-16. In 16-17, the College of Extended Studies experienced a decline in revenue influenced by changes in international politics and the strength of the U.S. dollar. Even so, the College of Extended Studies provided facilities investments of \$7.1 million for the construction of the Engineering and Interdisciplinary Sciences Complex, provided \$4.8 million for campus costs and contributed \$1 million for the SDSU Infrastructure Endowment. Initiatives are underway to achieve both additional revenue gains and cost reductions.

- Three new programs were developed in 17-18 and will be offered in the summer and fall of 2018:
  - The CES-American Language Institute is implementing an Undergraduate Bridge program for International Students that will allow international students studying at ALI who plan to attend SDSU to be better prepared upon applying for admission.
  - The City of Carlsbad will host a SDSU Master's Degree in Public Administration for the city's employees that will include students from surrounding municipalities. This is a partnership between CES and the College of Professional Studies and Fine Arts.
  - CES will introduce a certificate program in geographic information systems to meet growing demand in the geospatial technology industry as well as growth in GIS-related employment sectors and fields.

### **Generate Revenue through Auxiliary Organizations**

- Establish a goal of \$2 million over five years in unrestricted net revenue to the university through approved commercial and real estate activities administered through Aztec Shops.

*The goal of \$400,000 in additional revenue from Aztec Shops was met in 13-14, 14-15, 15-16, 16-17 and 17-18.*

### **Generate Revenue through Investment of University Funds**

- Increase the number of nonresident students, including international students, by investing in necessary infrastructure.

*\$155,584 in base funding was allocated in 14-15 to support the hiring of out-of-state recruitment/leadership in Enrollment Services. In 16-17, three additional staff lines were added to Enrollment Services to support recruitments to CES, FCB, and SDSU Georgia programs. Both nonresident and resident enrollment targets were met in 13-14, 14-15 and 15-16 and were exceeded in 16-17 and in 17-18. Additional efforts are being pursued to increase the retention of nonresident students.*

- Work collaboratively with Associated Students to establish a university excellence fee in support of transformative educational experiences (see section on Student Success).

*We conducted a consultative process to establish our Student Success fee. The fee was implemented in 14-15. It generated approximately \$3 million in 14-15, approximately \$6.5 million in 15-16, approximately \$10 million in 16-17 and, upon full implementation in 17-18, the Student Success Fee generated approximately \$13 million to support faculty hiring and co-curricular programs.*

*Ten percent of the revenue from the fee supports transformational educational experiences.*

*One-time funding is provided for initiatives that have the potential to be high-impact student learning opportunities. Proposals are submitted by a lead student and require the support of a faculty member, staff member and student organization adviser or campus administrator. The proposals are evaluated and ranked by the appropriate committee, then sent to the Campus Fee Advisory Committee for selection.*

*Since 14-15, \$3,646,322 has been allocated to fund 325 Student Success proposals such as lecture series, conference attendance opportunities, creative arts performances and networking events. Funds have also provided for the addition of 326 course sections and the hiring of 63 new tenure-track faculty and the execution of two Senate-requested smaller class pilot projects – Math 141 and RWS 200.*

- *Work collaboratively across all divisions to reverse a five-year downward trend in summer enrollment.*

*Upon thorough analysis and collaboration among Academic Affairs, Student Affairs, Business and Financial Affairs, and URAD, a comprehensive plan was implemented in summer 2017 with multi-faceted activities to increase motivation for and access to summer classes. The approach proved highly successful, with an 18.5 percent increase in enrollment in summer 2017 compared to summer 2016, which generated \$3 million in revenue above the budget.*

- *Invest \$125,000 in grant writers to increase the success rate of significant funding opportunities and associated facilities and administrative cost recovery.*

*(See Research investment herein.)*

The goal and cumulative impact of the above revenue efforts is to provide significant resources to support the aspirational initiatives described in this report. Cost estimate ranges and revenue targets associated with the Strategic Plan can be found in Appendix H.